

# EIT GENDER EQUALITY POLICY

## 2022-2027

**The EIT – Making Innovation Happen**

European Institute of Innovation and Technology (EIT)

*Budapest | December 2022*

## Contents

|     |  |    |
|-----|--|----|
| 1   | EXECUTIVE SUMMARY.....   | 2  |
| 2   | BACKGROUND AND RATIONALE.....  | 3  |
| 3   | EIT OVERARCHING OBJECTIVES.....  | 6  |
| 4   | APPROACH.....  | 9  |
| 5   | ORGANISATORIAL ARRANGEMENTS FOR IMPLEMENTATION .....   | 10 |
| 5.1 | STATUS QUO ANALYSIS (SQA) .....  | 11 |
| 5.2 | 3-YEAR GENDER EQUALITY PLAN (GEP).....   | 11 |
| 5.3 | MONITORING AND EVALUATION .....  | 12 |
| 5.4 | RESPONSIBILITIES .....   | 12 |
| 6   | ANNEX 1: STATUS QUO ANALYSIS OF THE EIT.....   | 14 |
| 6.1 | THE ROLE OF THE EIT.....   | 14 |
| 6.2 | PROMOTING GENDER EQUALITY AND WOMEN’S PARTICIPATION IN THE KNOWLEDGE<br>TRIANGLE: EDUCATION, ENTREPRENEURSHIP AND INNOVATION ..... | 16 |
| 6.3 | UTILISING THE EIT REGIONAL INNOVATION SCHEME (RIS) TO PROMOTE GENDER EQUALITY<br>17  |    |
| 6.4 | BUILDING CAPACITY AND AWARENESS RAISING .....  | 17 |
| 6.5 | GENDER BALANCED REPRESENTATION IN STAFF AND MANAGEMENT.....  | 18 |
| 7   | ANNEX 2: EIT GENDER EQUALITY PLAN 2022-2024 .....  | 21 |
| 7.1 | STRENGTHENING THE LEAD ROLE OF THE EIT.....  | 21 |
| 7.2 | GENDER BALANCED REPRESENTATION IN STAFF AND MANAGEMENT.. <b>Error! Bookmark not<br/>defined.</b>                                   |    |

## 1 EXECUTIVE SUMMARY

Since 2016 a series of actions have been taken by the European Institute of Innovation and Technology (EIT) to enhance its path towards an effective response to gender mainstreaming requirements, leading to the adoption of the EIT's [Gender Mainstreaming Policy](#) in 2020 aiming at a gender responsive portfolio of activities and balanced gender representation in decision making.

In 2020 and 2021, the EIT provided gender equality training to all its staff, shared and promoted good practices in gender mainstreaming within the EIT Community, and ensured that gender neutral language is used within its operational and administrative procedures. Furthermore, all the EIT Knowledge Innovation Communities (KICs) drafted their own Gender Equality Policies and Action Plans, in line with the European Commission (EC) Gender Equality Strategy 2020-2025.<sup>1</sup>

The EIT contributed to the New European Innovation Agenda by offering targeted support to female-led ventures and entrepreneurs. This included supporting women leading deep-tech innovations and connecting the European Innovation Council's Women Leadership Programme to the EIT network.

Over the past years, a series of projects dedicated to gender equality have taken place within the EIT Community. Some successful examples of these are Girls Go Circular (GGC), which focuses on Action 13 "*Women's participation in STEM*" of the European Digital Education Action Plan 2021-2027<sup>2</sup>, and aims at developing entrepreneurial skills through challenge-based exercises, dedicated to schoolgirls aged 14-18, with a focus on the circular economy. Additional networks and programmes are available throughout the EIT Community, such as the 'ENGIE project' addressing gender imbalance in geosciences through a consortium of 25 partners covering 21 countries in Europe, 'Empowering Women in Agrifood' providing women entrepreneurs with training, mentoring and networking opportunities as well as the joint programme 'Supernovas', which promotes more women within the entrepreneurial ecosystem.

In addition, the EIT has also put in place a dedicated EIT Awards category for women innovators to celebrate and promote role models and success stories within the EIT Community and beyond.

Drawing upon the EU [Gender Equality Strategy 2020-2025](#)<sup>3</sup> and the EIT strategic innovation agenda 2021-2027, the present new policy aims to scale up the EIT's contribution to the promotion of gender equality and women's participation in the innovation and entrepreneurship activities implemented through the EIT Community. Building on an existing<sup>4</sup> Gender Mainstreaming Policy provides a framework for the EIT to boost its level of engagement, focusing on two overarching objectives:

- 1) Strengthening the role of the EIT in the European innovation landscape in promoting gender equality, women's entrepreneurship and leadership across Europe.
- 2) Achieving gender equality at the EIT, including gender balance at all levels among EIT staff.

---

<sup>1</sup> COM (2020) 152, of 05 March 2020 - A Union of Equality: Gender Equality Strategy 2020-2025

<sup>2</sup> Digital Education Action Plan (2021-2027) of the European Commission. Available on <https://education.ec.europa.eu/focus-topics/digital-education/action-plan>

<sup>3</sup> Ibid.

<sup>4</sup> For purpose of drafting the current policy the EIT consulted EIT officers, EIT Community – KIC representatives responsible for the gender related programmes, EIC, external experts in the field through workshops, interviews and exchange of emails.

To achieve these overarching objectives, the EIT Gender Equality Policy outlines a set of organisational arrangements for implementation, including conducting an in-depth status quo analysis of the current state-of-play of gender equality in the EIT Community led by the EIT. This will include, setting up and implementing a Gender Equality Plan (GEP) for the EIT, establishing recurring monitoring and evaluation instruments to track progress, and determining the division of responsibilities. The in-depth status quo analysis of gender equality conducted at the EIT, as well as the EIT Gender Equality Plan (GEP) 2022-2024, which forms the basis for implementing the EIT Gender Equality Policy, can be found in Annex 1 and 2 respectively.

Through the present EIT Gender Equality Policy together with the EIT Gender Equality Plan (GEP), the EIT aims to take a leading role in the European innovation ecosystem in the promotion of gender equality, by structurally enhancing a common practice on gender equality for the EIT Community, through a strengthened commitment at EIT level and a greater coherence and coordination between the EIT and its stakeholders. The EIT will lead by example, by establishing high-level commitment and follow-up of its Gender Equality Policy and GEP, by enhancing communication and visibility of EIT activities promoting gender equality and by increasing the participation of women in its core Knowledge Triangle activities, that drive innovation by bringing together business, education and research.

## 2 BACKGROUND AND RATIONALE

Gender equality is a core value of the European Union (EU)<sup>5</sup> and is enshrined in its legal and political framework. The EU is committed to promoting gender equality in innovation and technology. This commitment is part of the European Commission (EC) Gender Equality Strategy for 2020-2025<sup>6</sup>, which sets out the Union's broader commitment to equality across all EU policies. In addition, the EU has a well-established regulatory framework on gender equality, including binding directives, which apply widely across the labour market including the innovation and technology sector.

Under the Horizon Europe Framework Programme for Research and Innovation, the commitment to gender equality in innovation, technology and research is strongly reaffirmed and significantly strengthened. The legal base sets gender equality as a crosscutting priority and introduces strengthened provisions:

- (1) 'The activities developed under Horizon Europe should ensure the effective promotion of equal opportunities for all and the implementation of gender mainstreaming, including the integration of the gender dimension in R&I content.'<sup>7</sup> The Horizon Europe Legislative Framework explicitly states that a 'gender dimension should be integrated in R&I content and followed through at all stages of the research cycle'. In addition, it is stated that the activities

---

<sup>5</sup> Art. 2, 3(3) and 21 of the Treaty on the European Union (TEU), Art. 8 of the Treaty on the Functioning of the European Union (TFEU), and Art. 21 and 23 of the EU Charter of Fundamental Rights.

<sup>6</sup> European Commission (2020) [A Union of Equality: Gender Equality Strategy 2020-2025](#), COM/2020/152 final.

<sup>7</sup> Regulation (EU) 2021/695 of the European Parliament and of the Council of 28 April 2021 establishing Horizon Europe – the Framework Programme for Research and Innovation, laying down its rules for participation and dissemination, and repealing Regulations (EU) No 1290/2013 and (EU) No 1291/2013, Principles of the Programme, art 7 p 21.

‘should aim to eliminate inequalities and promote equality and diversity in all aspects of R&I with regard to age, disability, race and ethnicity, religion or belief, and sexual orientation.’

- (2) Horizon Europe introduces the development of a Gender Equality Plan (GEP) as a mandatory requirement for participation in its Programme, setting clear guidelines<sup>8</sup>.
- (3) Increasing gender balance throughout the programme is another objective, as it aims ‘to address the causes of gender imbalance and ensuring ‘gender balance in evaluation panels and in other relevant advisory bodies such as boards and expert groups.’
- (4) The Regulation establishing Horizon Europe also specifically mentions for the EIT, the need to ensure gender mainstreaming in the implementation of the programme activities of the EIT.<sup>9</sup>

Gender equality contributes to better decision-making and corporate governance<sup>10</sup>, and drives higher productivity.<sup>11</sup> Investing in gender equality benefits innovation and technology by improving the quality and relevance of innovation and technology, together with attracting and retaining the best talent, and ensuring that everyone can maximise their potential, a potential which needs to be realised as we embrace the green and digital transitions and face up to our demographic challenges.<sup>12</sup> Furthermore, a positive correlation between the innovation capacity of a country and the gender equality index in that country has been observed<sup>13</sup>.

While there has been demonstrable progress towards gender equality in R&I in Europe, data shows there is still significant work to be done. The She Figures 2021<sup>14</sup> publication, for instance, shows limited progress compared to the situation presented in She Figures 2018<sup>15</sup>: women continue to be significantly underrepresented among inventors, with only 10.7 percent female and 89.3 percent male inventors.<sup>16</sup> Furthermore, women are disadvantaged and underrepresented as entrepreneurs at EU level, accounting only for 31 per cent of self-employed professionals.<sup>17</sup> In science, engineering, and information and communication technologies (ICT) this figure drops even further with women

---

<sup>8</sup> European Commission, Directorate-General for Research and Innovation, Horizon Europe *guidance on gender equality plans*, Publications Office of the European Union, 2021, <https://data.europa.eu/doi/10.2777/876509>

<sup>9</sup> Ibid., Annex II on the EIT.

<sup>10</sup> ILO, ‘The business case for change’, 2019; McKinsey, ‘Women Matter report’, 2017; Catalyst, ‘Why Diversity and Inclusion Matter’, 2018; Rohini Anand, ‘Gender-Balanced Teams Linked to Better Business Performance: A Sodexo Study’, 2016.

<sup>11</sup> By 2050, improving gender equality would lead to an increase in the EU’s GDP per capita by 6.1% to 9.6%, which amounts to €1.95 to €3.15 trillion: <https://eige.europa.eu/gender-mainstreaming/policy-areas/economicand-financial-affairs/economic-benefits-gender-equality>

<sup>12</sup> European Commission (2020) [A Union of Equality: Gender Equality Strategy 2020-2025](#), COM/2020/152 final.

<sup>13</sup> GENDERACTION (2020) Report on Monitoring of ERA Priority 4 Implementation

<sup>14</sup> European Commission, Directorate-General for Research and Innovation, *She figures 2021 : gender in research and innovation : statistics and indicators*, Publications Office, 2021, <https://data.europa.eu/doi/10.2777/06090>

<sup>15</sup> European Commission, Directorate-General for Research and Innovation, *She figures 2018*, Publications Office, 2019, <https://data.europa.eu/doi/10.2777/936>

<sup>16</sup> European Commission (2021) Directorate-General for Research and Innovation, *She figures 2021. Gender in research and innovation: statistics and indicators*.

<sup>17</sup> European Commission (2020) Horizon 2020 Closing gender gaps in research & innovation.

representing less than a quarter of entrepreneurs.<sup>18</sup> Research shows that women still face a great number of difficulties and obstacles in establishing and running businesses, such as limited access to finance, investments and networks, unfavourable business cultures, harmful stereotypes, and information and training gaps.<sup>19</sup> Furthermore, women are still underrepresented among (doctoral) graduates in science, engineering and ICT. For instance, the number of doctoral graduates in ICT and engineering, manufacturing and construction, remain as low as 22.4% and 30%, respectively. The lack of women in these fields translates into biased R&I output, loss of talent and growth opportunities.<sup>20</sup>

Gender equality goals can only be achieved through a structural approach to change across the whole European innovation ecosystem, entailing the joint commitment of the entire EIT Community, including its KICs, R&I organisations, companies, research and higher education institutions, their funders and national authorities, and in collaboration with the European Commission and the European Innovation Council and SMEs Executive Agency (EISMEA).

The EIT is committed to take a lead role in the promotion of gender equality in the innovation community and more specifically, has pledged in its Strategic Innovation agenda 2021-2027<sup>21</sup> to pay special attention “to gender balance and gender-sensitive approaches, in particular in areas where women remain underrepresented, such as information and communications technologies, science, technology, engineering and mathematics (STEM), following the strategic approach of the European Commission through its Digital Education Action Plan, focusing on its Action 13: “*Women’s participation in STEM studies and careers*”<sup>22</sup> .

Over the past years, the EIT has reached several milestones towards effective gender equality within the EIT Community, engaging all EIT KICs in a gender mainstreaming network, led by the EIT HQs and ensured that all EIT KICs started developing gender mainstreaming plans by beginning of 2022. The EIT has organised training for all staff on gender equality and taken considerable efforts to ensure gender sensitive planning and monitoring of work programmes, business plans and budget.

Besides, the EIT women entrepreneurship and leadership cross-KIC initiative “Supernovas” was launched in May 2022 with the ultimate goal of increasing the presence and role of women in the EU entrepreneurship and innovation ecosystems. The EIT Community has successfully expended and encouraged dedicated projects to girls and women in digital education- in line with the Digital Education Action Plan 2021-2027 of the European Commission-<sup>23</sup>, economy, food, raw materials, and other areas. In addition, the EIT has organised various workshops with EIT KICs and other EU institutions and investigated possible synergies and collaborations with other EU programmes. In this regard and in the

---

<sup>18</sup> European Commission (2021) Directorate-General for Research and Innovation, She figures 2021. Gender in research and innovation: statistics and indicators

<sup>19</sup> EIGE (2016) Gender in entrepreneurship.

<sup>20</sup> European Commission (2021) Directorate-General for Research and Innovation, She figures 2021. Gender in research and innovation: statistics and indicators.

<sup>21</sup> Decision (EU) 2021/820 of the European Parliament and of the Council of 20 May 2021 on the Strategic Innovation Agenda of the European Institute of Innovation and Technology (EIT) 2021-2027: Boosting the Innovation Talent and Capacity of Europe and repealing Decision No 1312/2013/EU.

<sup>22</sup> Digital Education Action Plan (2021-2027) of the European Commission - Action 13. Available on <https://education.ec.europa.eu/focus-topics/digital-education/action-plan/action-13>

<sup>23</sup> <https://education.ec.europa.eu/focus-topics/digital-education/action-plan> .

context of their continuous collaboration<sup>24</sup>, the EIT initiated the work on a joint Prize for Women Innovators with the European Innovation Council and SMEs Executive Agency (EISMEA)<sup>25</sup> to be organised in 2024.

According to its Single Programming Document 2023-2025, the EIT will pursue to improve gender balance in diverse EIT governance bodies and among beneficiaries. This work will be performed in close collaboration with the EIT KICs and key EIT stakeholders. With regards to the innovation domain, the EIT will also encourage its KICs to mainstream more effectively the Responsible Research and Innovation (RRI) concept into their operations, in particular, in the domains of gender mainstreaming and will continue incentivising and monitoring the EIT KICs in pursuing gender balance and inclusiveness.

In 2023-2025, the EIT will continue to monitor the EIT KICs' adherence to the Good Governance Principles to ensure a stable, structured and diverse environment providing optimal conditions for openness, including trust, culture and norms. The Good Governance Principles ensure diversity in the composition of the partnership, governance and management teams, particularly regarding the gender balance, geographical spread and representation of organisations and individuals from different backgrounds and disciplines (including a proper representation of all sides of the knowledge triangle).

The EIT effectively supports gender equality and works to enhance women entrepreneurship and leadership within the EIT Community. In this sense, the EIT Gender Equality Policy and Action Plan for 2022-2027 will be updated and published on the EIT website. Besides, the EIT aims at having at least one gender training completed for its staff.

Via the dedicated Cross-KIC Supernovas, the EIT will continue working to enhance women entrepreneurship and leadership with activities including mentorship, coaching, investment opportunities and networking. It is also the objective of this programme to manage the collaboration between EIT and EISMEA to expand the EIC Women Leadership Program to the EIT KICs network and do preparatory work for a future woman mentoring community. In addition, Cross-KIC Supernovas will launch an EIT Women Community of Investors, where start-ups can have direct access to investment professionals, so that gender bias can be reduced. The community will build on the most active and relevant women investors in Europe and spread and share learnings and insights and help women led start-ups (particularly those in KICs network) access funding.

### 3 EIT OVERARCHING OBJECTIVES

Drawing upon the EU Gender Equality Strategy 2020-2025, the strengthened commitment to gender equality in Horizon Europe, and in complementarity to the EIT Strategic Innovation Agenda (SIA) 2021-2027, the EIT Gender Equality Policy for 2022-2027 aims to scale up the EIT's contribution to the promotion of gender equality and women's participation in the innovation and entrepreneurship activities implemented through the EIT Community. Building on an in-depth status quo analysis, an

---

<sup>24</sup> A Memorandum of Understanding was signed on 8 January 2021 between the European Innovation Council (EIC) and the European Institute of Innovation and Technology (EIT) to reinforce their cooperation to support the best European entrepreneurs.

<sup>25</sup> The European Innovation Council and SMEs Executive Agency (EISMEA) implements the European Innovation Council (EIC) and manages other EU programmes focusing on SME support, innovation and the single market.

evaluation of current EIT support to gender equality and on multiple stakeholder consultations, the EIT Gender Equality Policy provides a framework for the EIT to boost its level of engagement, focusing on two overarching objectives:

- 1) Strengthening the role of the EIT in the European innovation landscape in promoting gender equality, women's entrepreneurship and leadership across Europe;

The EIT aims to take a leading role in the promotion of gender equality in the European innovation ecosystem by structurally enhancing a common practice on gender equality within the EIT Community, through a strengthened commitment at EIT level and a greater coherence and coordination between the EIT and its stakeholders. The EIT aims to lead by example, by establishing high-level commitment and follow-up of its Gender Equality Policy and Action Plan, by enhancing communication and visibility of EIT activities promoting gender equality and women's participation in the KTI and by strengthening cooperation in areas promoting gender equality within the European innovation ecosystem.

The EIT will encourage women entrepreneurship through dedicated Supernovas activities, among others, to take the decision to join start-ups as a career pathway. Start-ups and scale-ups from high-tech or deep-tech fields will be identified and matched with young women from STEM careers. Plus, the EIT Community will support women entrepreneurs to entry a new European market with a solid strategy and local validation of the product and service and help women with STEM University studies start their careers in venture investment by training them in the fundamentals of this profession and matching them with investors (venture capital, corporate venture capital or corporate venturing units) for an internship opportunity.

Supernovas will also offer EIT community women access to a broad network, mentoring, coaching and training opportunities to take their managerial and leadership skills to the next level. The EIT will collaborate and learn from EIC Women Leadership Programme experience in order to prepare for a larger EIT women mentoring community. In addition, the EIT will promote gender equality and increase the participation of women in its core Knowledge Triangle activities: the integration of higher education, research, and innovation, with a strong emphasis on "closing the entrepreneurial gender gap"<sup>26</sup> and stimulating entrepreneurial talent, business creation and innovation skills. In line with the EIT Strategic Innovation Agenda (SIA) 2021-2027, the EIT aims to improve "gender balance and gender-sensitive approaches" in its activities, "in particular in areas where women remain underrepresented, such as information and communications technologies, science, technology, engineering and mathematics (STEM)".<sup>27</sup> The aim is to ensure that gender is mainstreamed in EIT funded projects and that programmes use gender disaggregated indicators and include at least one gender equality performance indicator where relevant (i.e. EIT cross-KIC projects, EIT Alumni and STEAM events, etc.).

Against the backdrop of persisting regional disparities in innovation performance in Europe, the EIT launched the Regional Innovation Scheme (RIS) in 2014 to widen its regional outreach to modest and

---

<sup>26</sup> Decision (EU) 2021/820 of the European Parliament and of the Council of 20 May 2021 on the Strategic Innovation Agenda of the European Institute of Innovation and Technology (EIT) 2021-2027: Boosting the Innovation Talent and Capacity of Europe and repealing Decision No 1312/2013/EU

<sup>27</sup> Decision (EU) 2021/820 of the European Parliament and of the Council of 20 May 2021 on the Strategic Innovation Agenda of the European Institute of Innovation and Technology (EIT) 2021-2027: Boosting the Innovation Talent and Capacity of Europe and repealing Decision No 1312/2013/EU



moderate innovator countries according to the European Innovation Scoreboard. Within the RIS, the EIT will promote gender equality and aim to increase the participation of women in the Knowledge Triangle in RIS-eligible countries and territories. Inter alia, this will be done through the dissemination and scale up of existing, successful good practices running in the EIT Community, as well as to launch new initiatives.

One of the main objectives of the EIT Community of increasing women entrepreneurship and leadership is to increase the presence of women in entrepreneurship ecosystems specifically in RIS countries. The dedicated work package Supernovas, under Strategic Synergies cluster, will do so by selecting 50% of the beneficiaries from RIS countries, bearing also in mind that the presence of venture capital funds and corporate venture capital funds in RIS geographies is lower than in other geographies.

In the context of the Higher Education Initiative, particular attention shall be paid to ensuring an open and inclusive approach to attract HEIs beyond the KICs' partners, aiming for wide geographical coverage, an inter-disciplinary and inter-sectoral approach, a broader participation of women in sectors where they are underrepresented, and a link with the RIS, relevant thematic platforms and smart specialisation strategies, and the Policy Support Facility when appropriate. The Deep Tech Talent Initiative will aim for an increased participation of women, as well as participation from people of countries with modest and moderate innovation capacity according to the European Innovation Scoreboard.

Besides, within the EIT Community successful projects will continue enhancing the presence of women in different male dominated areas in RIS countries, such as Girls Go Circular which will continue reducing the digital gender gap by empowering girls aged 14-19 in Southern and Eastern Europe to develop their digital and entrepreneurial competencies, or Empowering Women in Agrifood which allows more than a hundred talented female entrepreneurs from 13 countries with modest to moderate innovation rates to go through an entrepreneurial education programme tailored to create business solutions for specific challenges in agrifood, among others.

The EIT will also raise awareness and strengthen the capacity for the promotion of gender equality and women's participation in the KTI at the EIT and Innovation Community level.

## 2) Achieving gender equality within the EIT, including gender balance at all levels among EIT staff.

The EIT strives to have a gender balanced workforce and leadership. A gender balanced staff sends a strong message to the European innovation ecosystem and the EIT staff, that the EIT's commitment to gender equality is an important strategic value. To achieve gender balance, it is essential to set up an active human resources policy that supports this, including, among others, attracting and retaining qualified female staff, increasing their number in leadership positions either via promotion or new recruitments, establishing a fair and transparent recruitment policy, creating a flexible working environment to promote work-life balance, and offering supporting services (e.g. coaching) to staff coming back from maternity or paternity leave to help them re-integrate faster.

In addition, a successful implementation of the EIT Gender Equality Policy requires active participation by all staff at all levels, therefore awareness raising, and capacity building will be targeted at all EIT staff

members. Specifically, specialised capacity building will be foreseen for the Members of the Gender Working Group and for the Gender Coordinators.

## 4 APPROACH

The implementing approach of the EIT Gender Equality Policy is through the introduction of a Gender Equality Plan (GEP), which sets out a roadmap with targeted measures and actions that aim to promote gender equality and strengthened gender mainstreaming with a transversal approach. These commitments aim at eliminating gender inequality and will gradually be broadened to include intersecting socio-economic inequalities, including those based on ethnicity or disability.<sup>28</sup> The GEP approach and requirements derive from the legal basis of Horizon Europe, which establishes gender equality as a cross-cutting priority. The approach is linked to the European Commission's European Strategy for Gender Equality 2020-2025 and the Council of the European Union in its conclusions<sup>29</sup> on the New European Research Area (ERA) in December 2020 also calling on the Commission and Member States to adopt a renewed focus on gender equality and mainstreaming, including through GEPs and the integration of the gender dimension into R&I. A GEP is a set of commitments and actions that aim to promote gender equality in an organisation through institutional and cultural change. To comply with the Horizon Europe GEP eligibility criterion, a GEP must meet four mandatory process-related requirements<sup>30</sup>:

1. **Public document:** The GEP must be a formal document published on the institution's website, signed by the top management and actively communicated within the institution. It should demonstrate a commitment to gender equality, set clear goals and detailed actions and measures to achieve them.
2. **Dedicated resources:** a GEP must have dedicated resources and expertise in gender equality to implement the plan. Organisations should consider what type and volume of resources are required to support an ongoing process of sustainable organisational change.
3. **Data collection and monitoring:** organisations must collect gender disaggregated data on personnel (and students, for the establishments concerned) with annual reporting based on indicators. Organisations should consider how to select the most relevant indicators, how to collect and analyse the data, including resources to do so, and should ensure that data is published and monitored on an annual basis. This data should inform the GEP's objectives and targets, indicators, and ongoing evaluation of progress
4. **Training:** The GEP must also include awareness-raising and mandatory training actions on gender equality. These activities should engage the whole organisation and be an evidence-based, ongoing and long-term process. Activities should cover unconscious gender biases training aimed at staff and

---

<sup>28</sup> The European Commission Gender Equality Strategy 2020-2025 sets out intersectionality as a cross-cutting principle which involves 'the combination of gender with other personal characteristics or identities, and how these intersections contribute to unique experiences of discrimination' (p.2).

<sup>29</sup> Council Conclusions on the New European Research Area, 13567/20, December 2020. Available on <https://data.consilium.europa.eu/doc/document/ST-13567-2020-INIT/en/pdf>

<sup>30</sup> European Commission (2021) Directorate-General for Research and Innovation, Horizon Europe Guidance on Gender Equality Plans (GEPs)

decision-makers and can also include communication activities and gender equality training that focuses on specific topics or addresses specific groups.

The European Commission defines a Gender Equality Plan as “a plan which aims to bring institutional change in operational and management activities and aims to: conduct an impact assessment or audit of procedures and practices to identify gender bias, implement innovative strategies to correct any bias and set targets and monitor progress via indicators”<sup>31</sup>.

The typical steps in the lifecycle of a Gender Equality Plan therefore include<sup>32</sup>:

- **An audit phase**, in which practices are reviewed and sex-disaggregated data is collected and analysed; procedures, processes and activities are critically assessed with a view to detect gender inequalities. The aim is to take stock of what is going well and what needs improvement.
- **A planning phase**, in which objectives and targets for the GEP are set, alongside a roadmap of actions and measures. This phase also includes allocating resources and responsibilities for the delivery of the GEP and agreeing timelines for implementation.
- **An implementation phase**, in which the roadmap of activities is implemented, and outreach efforts are undertaken so as to gradually expand the network of stakeholders, as well as give visibility internally and externally to the GEP;
- **A monitoring phase**, in which the delivery of the plan and progress against its aims and objectives are regularly assessed. Findings from monitoring allow to adjust and improve interventions, so that results can be optimised.

## 5 ORGANISATORIAL ARRANGEMENTS FOR IMPLEMENTATION

In order to reach the above aims and overarching objectives, the following organisational arrangements for implementation are foreseen at:

- **EIT level:** conducted an in-depth status quo analysis of the current state-of-play of gender equality in the EIT Community. Building on the former, the EIT is reviving its Gender Equality Policy and setting up an implementing Gender Equality Plan, establishing recurring monitoring and evaluation instruments to track progress, as well as determining how responsibilities will be divided. The EIT Gender Coordinator will monitor the progress of implementation of the EIT Gender Equality Plan.
- **EIT KICs level:** the KICs will have their own Gender Equality Plans. Through their designated gender Single Point of Contact (SPOC), the EIT KICs will coordinate the work within their KICs, and the colleagues involved in the gender dedicated programmes. Through their gender SPOC, the EIT KICs will ensure the timely implementation of the KICs’ Gender Equality Plans (GEP). In

---

<sup>31</sup> European Commission Communication on ‘A Reinforced European Research Area Partnership for Excellence and Growth’ (COM(2012) 392 final)

<sup>32</sup> European Commission (2021) Directorate-General for Research and Innovation, Horizon Europe Guidance on Gender Equality Plans (GEPs); EIGE (2016) Gender equality in academia and research GEAR tool.

addition, the KIC gender SPOC will guide and support the KICs on gender related matters and will coordinate their efforts with the EIT HQ.

Each EIT KIC has nominated a Gender Single Point of Contact (SPOC). The EIT HQ is regularly in contact with the Gender SPOCs Working Group, through quarterly meetings serving as a forum for discussion, sharing updates related to individual KIC Gender Equality Plans and exchange of good practices.

## 5.1 STATUS QUO ANALYSIS (SQA)

Prior to setting up the 3-year Gender Equality Plan, a status quo analysis has been conducted including:

- The current state of play of gender equality in the EIT Community, including how gender is taken up in operational activities (education, entrepreneurship, and innovation), to what extent the EIT is taking a lead role within the EIT Community, to what extent capacity has been built and awareness raised internally as well as how the composition of staff and management is in terms of gender balance.
- The measures and policies that are already in place at the EIT, including an analysis of strengths, weaknesses, opportunities and threats (SWOT) to the promotion of gender equality, women's participation and leadership in the EIT Community.

A status quo analysis was undertaken in the course of 2021 by the EIT gender coordinator aided by two independent gender experts. The status quo analysis aimed to set a baseline for the EIT Gender Equality Policy and its GEP. The status quo analysis involved multiple consultations with the KICs gender representatives, a thorough desk review and two consultation sessions with EIT stakeholders. The results of this status quo analysis are presented in Annex 1.

## 5.2 3-YEAR GENDER EQUALITY PLAN (GEP)

After carrying out the status quo analysis of gender equality in the EIT Community, an implementing Gender Equality Plan is set up, building on the findings collected. The GEP spans over a 3-year period and is in line with the stipulations outlined in the Horizon Europe GEP eligibility criteria (public document, dedicated resources, data collection and monitoring and training). To be able to implement the EIT Gender Equality Policy there are some basic elements that need to be present in the GEP: specific activities, indicators, results, a timeline and a division of responsibilities need to be decided upon for each of the two overarching objectives. The first EIT Gender Equality Plan for 2022-2024 is presented in Annex 2.

To comply with the Horizon Europe GEP criteria, the GEP needs to be a formal document published on the EIT website and signed off by the top management. Mandatory Horizon Europe criteria requires that the GEP has dedicated resources and expertise in gender equality to implement the plan. When developing the GEP, the type and volume of resources that are required to promote gender equality need to be determined. Resources will be needed for developing and leading the plan, including data collection, monitoring and staff training, as well as to support specific measures. The volume and structure of dedicated resources for the development and implementation of the GEP should be

appropriate to the size and needs of the organisation and its GEP. Resources are needed throughout the whole GEP cycle, including audit, planning, implementation, monitoring and review.<sup>33</sup>

An effective Gender Equality Plan addresses several issues at once, both at operational and technical level, and relies upon a complex set of measures. Hence, from its earliest stage, it is crucial that monitoring and evaluation instruments are systematically embedded. The EIT is including associated monitoring and evaluation from the basis for the next generation Action Plan, which is built along the way to be ready as the previous Gender Action Plan ends its 3-year-cycle.

### 5.3 MONITORING AND EVALUATION

The EIT Gender Equality Policy and its implementing Gender Equality Plan aim to scale up the EIT contribution to promotion of gender equality and women's participation in the innovation ecosystem and in the implementation of the activities of the EIT Community, focussing on two overarching objectives. To follow up on these aims and objectives, monitoring and evaluation instruments will be set up and structurally embedded in the GEP. Such instruments allow, among others, to assess the progress that is made towards targets, based on quantitative and/or qualitative indicators. Top leadership, as well as relevant staff will be structurally involved in the yearly reoccurring monitoring and evaluation process.

Consistent with the timeframe, reviews are foreseen in early-2023, early 2024 and a final review in the beginning of 2025.

### 5.4 RESPONSIBILITIES

The successful realisation of a Gender Equality Policy requires consistent and active participation by all staff at all levels, following a transversal approach.<sup>34</sup> It is therefore crucial that it is clearly outlined how responsibilities will be divided. The following roles and responsibilities are outlined:

The role of **the EIT Director** is:

- To publicly endorse the Gender Equality Policy and the Gender Equality Plan (GEP) and the structure responsible for its implementation.
- Requesting regular updates regarding the implementation of the Gender Equality Plan and progress towards gender equality.
- Make available sufficient financial and human resources to implement the Gender Equality Plan.
- Approve relevant documentation, procedures and activities supporting structural change towards gender equality in the organisation.

The role of the **Members of the EIT Governing Board**:

---

<sup>33</sup> European Commission (2021) Directorate-General for Research and Innovation, Horizon Europe Guidance on Gender Equality Plans (GEPs).

<sup>34</sup> European Commission (2021) Directorate-General for Research and Innovation, Horizon Europe Guidance on Gender Equality Plans (GEPs)



- Discussing progress of the Gender Policy and the GEP implementation once a year at Governing Board level. The Governing Board will propose corrective measures in case of delays or lack of progress in the implementation.
- Publicly supporting the principle of gender equality in/for the EIT and the EIT Community.

#### The role of the EIT **Knowledge and Innovation Communities (KICs)**:

- Actively promoting gender equality, diversity and women's participation in the implementation of all KIC's activities, covering the entire innovation and entrepreneurship cycle, including training and education programmes, innovation projects, business incubators and accelerator programmes.
- Set up a dedicated KIC Gender Equality Plan, in line with the stipulations laid out by the EIT, which follow Horizon Europe provisions.
- The KICs Gender SPOCs will ensure coordination and exchange of good practices on gender aspects through the dedicated Gender SPOC group.

#### The role of the **EIT Alumni**:

- Actively promote gender equality, diversity and women's participation in the implementation of EIT Alumni activities, including event organisation and participation, composition of the EIT Alumni Board, training on gender equality.
- Setting up a gender equality plan, including ensuring proper data collection and demonstration on gender balance across EIT Alumni Community

#### The role of **EIT Heads of Departments and Units** (actors in charge of the day-to-day management of EIT departments):

- Publicly support the EIT Gender Policy and associated Gender Equality Plan.
- Ensure the practical implementation of the measures, procedures and activities required by senior managers and listed in the Gender Equality Plan.
- Promote incentives to ensure the integration of a gender dimension in EIT activities.
- Instruct the relevant departments and units to provide information and data to monitor the implementation of the Gender Equality Plan and progress towards gender equality.
- Act as role models for their team members on an everyday basis, promoting actively gender equality within the EIT's working environment.

#### The role of the **EIT Gender Coordinator**, is to:

- Work on promotion of the EIT's Gender Equality Policy and its GEP within the EIT Community and EIT's headquarters.
- Lead and coordinate the implementation of the AWP in the area of Women Entrepreneurship and Leadership.
- Ensure the organisation of dedicated training sessions organisation by HR ;
- Collect and compile gender related data requested/needed by the EIT Community and/or the European Commission, based on available data.
- Coordinate, participate in and/or support in the organisation of dedicated gender/diversity/inclusion events.

The **EIT Officers** working on education, entrepreneurship and innovation activities (including KICs Project Officers) will advise the EIT Gender Coordinator in their areas of responsibility as need be.

The role of EIT staff responsible for **human resources**:

- Collect and report about gender-disaggregated data about the EIT's staff on a systematic basis.
- Develop gender-sensitive and gender-specific indicators to monitor progress towards gender equality in the EIT, including monitoring of the gender balance in the management positions
- Review and/or create recruitment and selection measures and procedures that contribute to a gender-balanced composition of EIT staff at all levels.
- Review and/or set up measures aimed at a better reconciliation of professional and family life, working and caring duties.
- Review and/or set in place an anti-harassment policy and complaints procedure.

The role of staff responsible for external **communication activities and engagement with stakeholders**:

- Actively promote the EIT Gender Policy and Gender Equality Plan in the EIT's internal and external communication activities, including the organisation of events and meetings.
- Strengthen the EIT's gender-sensitive communication style in internal and external communication actions and material.

## 6 ANNEX 1: STATUS QUO ANALYSIS OF THE EIT

To prepare the setting up of the 3-year Gender Equality Plan a status quo analysis was undertaken in the course of 2021 by the EIT gender coordinator aided by two independent gender experts. The status quo analysis involved multiple consultations with the KICs gender representatives, a thorough desk review and two consultation sessions with EIT stakeholders. The status quo analysis aims to set a baseline for the EIT gender policy and its GEP and involves an analysis of the current state of play of gender equality in the EIT Community, including how gender is taken up in each of the two overarching objectives.

The status quo analysis examines the measures and policies that are already in place in relation to the EIT taking a lead role in the EIT Community, operational activities (education, entrepreneurship, and innovation) in the KTI, including with a focus on RIS countries and regions, the capacity that has been built and awareness raised internally as well as the composition of staff and management in terms of gender balance.

### 6.1 THE ROLE OF THE EIT

Since December 2016, the EIT has been taking several steps to play an active role in the promotion of women and gender equality in the EIT Community. At the December 2016 GB hearings for the 2017 EIT KICs Funding Allocation, the EIT Governing Board asked for KIC-specific Gender Mainstreaming Action Plans to be set up. To facilitate this work, the EIT appointed a responsible project officer to coordinate gender mainstreaming activities and set up an EIT Gender Mainstreaming Working Group. These efforts

culminated in the adoption of the first EIT Gender Mainstreaming Policy in 2020<sup>35</sup> with the overarching objectives of promoting a gender responsive portfolio (encompassing education, entrepreneurship and innovation activities) and a gender balanced representation in staff and decision-making positions. The Policy was endorsed by management and published on the EIT website. The revised EIT Gender Policy will cover the period 2022-2027.

The EIT efforts towards promotion of gender equality have already materialised, among others, in the EIT first female Chairperson of the EIT Governing Board, the first female Alumni President, and the EIT experts' policy provisions on gender balance. In addition, through the past years, a series of projects dedicated to enhancing the presence of women in the innovation and entrepreneurship landscapes are taking place within the EIT Community, with a special focus on STEM careers.

The commitment to the promotion of gender equality is also firmly embedded in the EIT Strategic Innovation Agenda 2021-2027. Under its strategy and objectives, it is mentioned that the EIT aims to contribute “to closing the entrepreneurial gender gap” and that “particular attention shall also be paid to gender balance and gender-sensitive approaches, in particular in areas where women remain underrepresented, such as information and communications technologies, science, technology, engineering and mathematics (STEM)”<sup>36</sup>.

Furthermore, since 2018, the EIT Woman Award recognises the outstanding achievements of women entrepreneurs and leaders from EIT Innovation Communities. This award recognises inspiring women entrepreneurs and leaders driving innovation. It also gives visibility to the EIT as a promotor of gender equality in the EIT Community. The EIT Woman Awards is currently in the process of being renewed and will result in a revamped Award for Women Innovators in joint collaboration with the European Innovation Council (EIC), to increase visibility and maximise outreach in the European innovation ecosystem.

The EIT has organised a number of workshops for the EIT Community. In the course of 2020 and 2021, the members of the Gender Mainstreaming Working Group have been invited to participate in a number of KIC dedicated workshops and trainings facilitated by the EIT Gender Coordinator to discuss progress on the development of the KIC's Gender Policies and Gender Equality Plans.

There has also been workshops and events for the wider EIT Community, most notably on the 13 October 2021 when an EIC & EIT Workshop ‘Women Innovators & Entrepreneurs’ was held to discuss collaboration and synergies in the promotion of female entrepreneurs and leaders. On the 14th of October an EIT Women Entrepreneurship and Leadership event with key stakeholders for the EIT Community was held. The workshop resulted in a list of key Priority Actions proposed for EIT Community to support women entrepreneurship.

The EIT has been working to strengthen collaboration with the EU innovation ecosystem to promote gender equality: on 8 January 2021 the EIT and EIC signed a MoU in which strengthened collaboration is foreseen to support women innovators. The EIT and EIC intend to collaborate and exchange experiences and good practices on supporting Start-ups and SMEs.

---

<sup>35</sup> EIT (2020) [EIT Gender Mainstreaming Policy](#)

<sup>36</sup> Decision (EU) 2021/820 of the European Parliament and of the Council of 20 May 2021 on the Strategic Innovation Agenda of the European Institute of Innovation and Technology (EIT) 2021-2027: Boosting the Innovation Talent and Capacity of Europe and repealing Decision No 1312/2013/EU.



Lastly, in order to complement and expand the efforts of the EIT Community in supporting women entrepreneurship and leadership (WEL), the dedicated WEL cross-KIC “Supernovas” was launched in May 2022, proposing a transversal approach to enhance the presence of women in key roles of the entrepreneurship and innovation ecosystem, not only as nascent entrepreneurs, but also in other key decision-making roles, reshaping entrepreneurship and innovation for the future. In addition, an objective of this programme to manage the collaboration between EIT and European Innovation Council and SMEs Executive Agency to expand the EIC Women Leadership Program to the KICs network and work towards a future mentoring community for women within the EIT Community.

## 6.2 PROMOTING GENDER EQUALITY AND WOMEN’S PARTICIPATION IN THE KNOWLEDGE TRIANGLE: EDUCATION, ENTREPRENEURSHIP AND INNOVATION

One of the EIT’s objectives is to promote a higher participation of women in its higher education, entrepreneurship and innovation activities. In past years, the EIT Community developed and implemented a series of activities directly furthering this aim, such as:

- Supporting the EIT KICs to implement gender-sensitive approaches and step up their efforts to ensure that more women can benefit from the EIT entrepreneurial education, business creation and acceleration services, and investment funds,
- Launched the EIT Woman Award to promote women entrepreneurship – since 2018,
- The cross-KIC project Girls Go Circular which aims to deliver online entrepreneurship and digital skills workshops across Europe for up to 40,000 young women aged 14-18 by 2027,
- The dedicated cross-KIC EIT women entrepreneurship and leadership programme SUPERNOVAS, which aims to attract new talented women to the European entrepreneurial and investment ecosystem, and help women entrepreneurs in deeptech (internationalisation support, mentoring, coaching and networking). The intervention logic pays special attention to RIS gaps, as in some areas there is a higher need to build capacity of start-ups, students and researchers to facilitate their participation in the KICs ecosystem, and further, to link local innovation ecosystems to pan-European ecosystem. One of those gap areas for RIS is the venture capital ecosystem, with smaller and more local venture capital funds,
- Supporting the promotion of the Women@EIT network and collaboration with the EIT Community, in particular EIT Alumni.

Since 2017, the EIT has collected data on countries where the KICs’ supported start-ups are registered, as well as the gender of the CEOs. It shows that 16% of all the CEOs of the supported start-ups from the EIT RIS countries are women, whereas in the Western and Nordic countries the ratio is 17%. These low shares show a significant untapped potential for women-led entrepreneurship throughout Europe.

In order to further adhere to the EU Gender Equality Strategy 2020-2025, the EIT will work on a more balanced gender representation among the beneficiaries of the EIT programmes, not least to attract women to areas where they are still underrepresented such as ICT, science, technology, engineering and mathematics (STEM), as well as, closing the entrepreneurial gender gap, including funding received by women entrepreneurs and innovators.

As aforementioned, in 2022, the EIT launched a dedicated initiative on Women Entrepreneurship Leadership, Supernovas, to complement and expand efforts, with planned actions for female-led start-

ups and women investors with consequent implementation in 2022 and onwards. Furthermore, EIT will continue working to consolidate synergies with the European Innovation Council (EIC) and other EU programmes and partner organisations, on aligning and promoting the gender equality and inclusiveness.

### 6.3 UTILISING THE EIT REGIONAL INNOVATION SCHEME (RIS) TO PROMOTE GENDER EQUALITY

Several KICs have implemented successful activities aimed at ensuring that more women in RIS-eligible countries and territories benefit from the EIT entrepreneurial education, business creation and acceleration services, and investment funds. Examples of such activities, include:

[WE Health RIS](#) by EIT Health is an online training project aimed at inspiring and supporting women in developing their careers in the field of health innovation and entrepreneurship. It involves capacity-building specifically tailored to the needs of women and wants seeks to equip participants with the knowledge and skills to develop professionally, guide their careers as a successful health entrepreneur or innovator, as well as identifying and realising professional and business opportunities.

The EIT Manufacturing RIS activity [LEADERS](#) aims at supporting women innovators from EIT RIS-eligible countries and territories. It is a competition aiming to support the best women innovators (i.e., professionals, researchers, entrepreneurs) playing a leading role in developing solutions / initiatives addressing manufacturing-related challenges with strong financial, environmental, or societal impact. LEADERS involves two online training sessions on business pitching and a Grand Final award ceremony where three winners will receive publicity and monetary prizes.

[Empowering Women in Agrifood \(EWA\)](#) by EIT Food is an entrepreneurial programme that aims to encourage enterprise development amongst women entrepreneurs in the agrifood sector in RIS-eligible countries and territories. The programme supports up to 80 early-stage women entrepreneurs across RIS-eligible countries and territories with training, mentoring, business coaching and networking opportunities to build successful, sustainable agrifood businesses. Additionally, several other EIT RIS activities, while not centrally focused on promoting gender equality, have still contributed to this goal. By way of an example, the Cross-KIC [EIT Jumpstarter](#), which aims to support Europe's future entrepreneurial talents in kick-off their entrepreneurial journey, has been promoting gender equality in STEM including by promoting and showcasing examples of female EIT Jumpstarter success stories.

### 6.4 BUILDING CAPACITY AND AWARENESS RAISING

Since December 2016 the EIT has been building its internal capacity on gender equality and a series of actions have been taken by the Institute to enhance its path towards an effective response to gender mainstreaming. At the December 2016 hearings for the 2017 EIT KICs Funding allocation, the EIT Governing Board has asked for KIC-specific Gender Mainstreaming Action Plans to be set up. To facilitate this work, in 2017 the EIT established the EIT Gender Mainstreaming Working Group with the purpose to advise and provide input into the development of the EIT strategy and vision on Gender Mainstreaming and develop and agree on an EIT GM Action Plan. The Gender Mainstreaming Working Group is composed of one representative per KIC in charge of gender mainstreaming activities

appointed by each EIT KIC CEO (also called 'EIT KICs Gender SPOCs'), as well as the EIT Gender Coordinator, with occasional attendance of other representatives from the EIT or the KICs.

To support the EIT Gender Coordinator and the EIT Gender Mainstreaming Working Group with the development of the EIT Gender Policy and the implementing Gender Equality Plans, external gender experts have been contracted by the EIT in 2018 and 2021.

In the course of 2020 and 2021, the members of the Gender Mainstreaming Working Group have been invited to participate in a number of KIC dedicated workshops and trainings facilitated by the EIT Gender Coordinator and the experts, to discuss progress on the development of the KIC's Gender Policies and Gender Equality Plans.

To actively support the EIT KICs to set up a Gender Policy and Gender Equality Plan and streamline the process, a Standardised Template Gender Policy, a Standardised Template Gender Equality Plan and a Guideline accompanying the Templates were provided, coordinated by the Project Officer and developed by one of the independent gender experts. These resources, commissioned by the EIT with the aim of accelerating and streamlining the gender policy of the EIT Community, all build on the latest EU guidelines and requirements on gender mainstreaming and Gender Action Plans and provide support to the KIC staff and management in the process of developing KIC Gender Policies and Equality Plans.

In addition, in 2021 Gender Info Sheets were developed by the EIT Project Officer/Expert for each KIC as well as for the EIT to build capacity on how gender is relevant to each of the KICs areas (innovation and technology, digitalisation and ITC, medicine and health, manufacturing, food and agriculture, innovative energy, raw materials, climate innovations and urban mobility).

## 6.5 GENDER BALANCED REPRESENTATION IN STAFF AND MANAGEMENT

With regards gender balance, the EIT aims to achieve gender balance at all levels of the organisation, always with due regard to ensuring that the most qualified candidates are pre-selected for inclusion on a reserve list. Following establishment of the reserve list, amongst other factors, such as motivation, fit to the role and team as well as behavioural skills, the EIT takes into consideration the gender balance factor. The current situation is as follows:

- 6 of the 15 members of the **EIT Governing Board** are women - a diversity that is key in enabling the EIT to be more effective and drive innovation across the EU.
- While the **overall EIT staff**<sup>37</sup> is gender balanced (see Table 1), special attention is being put into the improvement of gender equality across management positions (see Table 2). In response to this, the EIT human resources department has set-up challenging internal control indicators, namely, to aim for 50/50<sup>38</sup> ratio of its management staff in the current programming period. Furthermore, the updated and amended list of EIT Key Performance Indicators includes '% of

---

<sup>37</sup> The Commission strongly encourages the EIT to develop and implement the action plan to manage the human resources in line with the provisions of the Staff Regulations. Moreover, the EIT is strongly encouraged to include into the plan an approach that would lead to increase the share of female managers in the EIT in line with the Commission's Gender Equality Strategy 2020-2025.

<sup>38</sup> Based on COM (2020) 152, of 05 March 2020 - A Union of Equality: Gender Equality Strategy 2020-2025, page 14.

less represented gender in top governance and management positions combined' as a horizontal KPI indicator for the entire EIT Community.<sup>39</sup>

**Table 1: Gender representation** - breakdown by contract type and category (as of 27/10/2022):

| Gender | Category |    |    |     | TOTAL |
|--------|----------|----|----|-----|-------|
|        | TA       |    | CA | SNE |       |
|        | AST      | AD | FG |     |       |
| Man    | 0        | 19 | 9  | 1   | 29    |
| Woman  | 4        | 17 | 16 | 0   | 37    |
| TOTAL  | 4        | 36 | 25 | 1   | 66    |

**Table 2: Gender representation** - Data regarding gender evolution over 5 years of the Middle and Senior management

| Senior Management | Gender | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|-------------------|--------|------|------|------|------|------|------|
|                   | Man    | 1    | 1    | 1    | 1    | 1    | 1    |
| Woman             | 0      | 0    | 0    | 0    | 0    | 0    |      |
| Middle Management | Man    | 3    | 3    | 3    | 3    | 4    | 5    |
|                   | Woman  | 1    | 1    | 1    | 1    | 1    | 1    |
| Total Management  | Total  | 5    | 5    | 5    | 5    | 6    | 7    |

**Table 3: Gender representation** – Data regarding the Governing Board

| Gender | EIT Governing Board & Executive Committee | Members of the EIT Governing Board | European Commission Observer | TOTAL |
|--------|---|------------------------------------|------------------------------|-------|
| Man    | 4   | 7                                  |                              | 9     |
| Woman  | 1   | 5                                  | 1                            | 7     |

<sup>39</sup> Decision 08/2022 of the Governing Board of the EIT on the amendment of the EIT key performance indicators (KPIs) and repealing decision 17/2021 of the Governing Board of the EIT.



|       |   |    |   |    |
|-------|---|----|---|----|
| Total | 5 | 12 | 1 | 16 |
|-------|---|----|---|----|

Overall, the EIT aims to implement gender mainstreaming at all levels. For example, in the use of independent external experts: in 2019, 55% of experts participating in the EIT KICs' business plan evaluation and grant reporting have been women, compared to only 11% in 2013. The years 2015-2018 alone saw an increase of 250%. That is also why gender diversity at management level is a criterion in the annual funding allocation to all EIT KICs.

Transparent, gender-neutral promotion and salaries system, parental leave available for both women and men, refund of nurseries and kindergartens (common for all EU organisations) are only some of the elements in place to ensure equal development opportunities for women and men at the EIT HQ. The selection procedures at the EIT follow the standards and principles in place in the EU Institutions, including the EIT general implementing provisions of the Staff Regulations for Temporary Agents, Contract Agents and Seconded National Experts, also with a view to ensuring gender balance and geographical diversity. Furthermore, the EIT has signed cooperation agreements with international schools and kindergartens in Budapest to ensure that EIT remains an attractive employer for expatriates.

## 7 ANNEX 2: EIT GENDER EQUALITY PLAN 2022-2024 (December 2024 Revision)

Drawing upon the EU Gender Equality Strategy 2020-2025, the gender equality requirements in Horizon Europe, and the EIT Strategic Innovation Agenda 2021-2027, this Gender Equality Plan (GEP) sets out a roadmap to implement the EIT gender policy for 2022-2024. The EIT Gender Policy and GEP aim to scale up the EIT contribution to promotion of gender equality and women’s participation in the innovation and entrepreneurship ecosystems. Building on an in-depth status quo analysis, an evaluation of current EIT support to gender equality and on multiple stakeholder consultations, the EIT Gender Equality Policy provides a framework for the EIT to boost its level of engagement, focusing on two overarching objectives. To be able to implement the EIT Gender Equality Policy, the GEP will determine specific activities, indicators, results, a timeline, and a division of responsibilities for each of the two overarching objectives.

### 7.1 STRENGTHENING THE LEAD ROLE OF THE EIT IN THE INNOVATION LANDSCAPE IN PROMOTING GENDER EQUALITY, WOMEN ENTREPRENEURSHIP AND LEADERSHIP ACROSS EUROPE.

#### Objective 7.1 STRENGTHENING THE LEAD ROLE OF THE EIT IN THE INNOVATION LANDSCAPE IN PROMOTING GENDER EQUALITY, WOMEN ENTREPRENEURSHIP AND LEADERSHIP ACROSS EUROPE

| Activities   | Results  | Indicators                                  | Responsible(s)                      | Timeline     |
|--|--|---|-------------------------------------|--------------|
| Update EIT Gender Equality Policy  | Gender Policy approved and signed by EIT Director and published on EIT website                         | Gender Policy published on the EIT website  | EIT Gender Coordinator              | Q4 2022      |
| Ensure systematic reporting and high-level follow-up of the EIT Gender Equality Policy | An update on the progress of the Policy is discussed at least once a year at the Governing Board level | Annual Report on the progress of the Policy | EIT Gender Coordinator and EIT KICs | Yearly in Q4 |

|   |  |  |  |                     |
|---|--|--|--|---------------------|
| Raise awareness on the EIT Gender Equality Policy and the Gender Equality Plan within the EIT Community   | The EIT Gender Equality Policy and the Gender Equality Plan are known across the EIT Community | EIT management implements Gender Equality Policy and the Gender Equality Plan. Governing Board messages are aligned with the Gender Equality Policy and the Gender Equality Plan. KICs take necessary measures to implement Gender Equality Plan in their daily activities | EIT management, EIT Governing Board, EIT KICs, IES   | Annually as of 2023 |
| Update and Revise the Gender Equality Plan  | A revised GEP is launched  | Updated and Revised GEP is published on the EIT website  | EIT Gender Coordinator   | Q4 2023             |
| Priority Action: Include gender in the EIT reporting systems  | A clear assessment of performance of gender equality objectives                                | The annual reporting informs on gender equality in the EIT's activities and its data are gender disaggregated where relevant   | OPS 1 supported by external gender experts   | 2024                |
| Priority action: Ensure synergies with other EU innovation programmes on promotion of women entrepreneurship and leadership                     | Joint Prize with EIC for women innovators 2024   | Prize implemented in Q1 2024. Call launched in 2023  | EIT Communication & Engagement Unit, supported by external expert and IES                          | Q2 2024             |
| Embed gender equality in the organisation of EIT events by having gender balanced speakers and panels as well as gender-sensitive communication | EIT events are aligned with the EIT gender equality objectives                                 | # events having gender balanced speaker lists-and panels, and gender-sensitive communication, messages are aligned with the Gender Equality Policy   | EIT Communication & Engagement Unit for corporate EIT events<br>All units for own events organised | Continuous          |

|  |   |   |  |                                      |
|--|---|---|--|--------------------------------------|
| <p>Ensure the dissemination of good practices, success stories and other relevant material promoting gender equality and women entrepreneurship and leadership</p> | <p>Increased visibility of the EIT Community work and results on gender equality and WEL.</p>   | <p>dedicated page on EIT website maintained<br/>#number of social media posts on WEL and/or gender diversity<br/># of reports and other relevant material published via the Knowledge Centre and HE Results Platform<br/># good practices highlighted in Annual Reports</p> | <p>EIT Communication &amp; Engagement Unit in coordination with other Units and EIT Community Dissemination WorkingGroup</p> | <p>Continuous</p>                    |
| <p>Develop incentives for managers and leadership to improve gender equality</p>   | <p>For KICs, the EIT incentivised gender equality and diversity in governance and management structures</p>                                     | <p>EIT maintains a gender equality KPI for KIC governance and management to ensure representation of underrepresented gender at all levels.</p>   | <p>EIT HoU Supervision &amp; Monitoring, EIT management, supported by EIT GB</p>   | <p>As part of funding allocation</p> |
| <p>Launch cross-KIC Supernovas (EIT WEL) and scale it</p>  | <p>Programme running 2021/2022 and 2023/2025</p>  | <p>Set KPIs achieved. Website running.</p>  | <p>EIT Food</p>  | <p>Q2 2023</p>                       |
|  | <p>Increased engagement of EIT Community in the EIT WEL programme</p>   | <p>Nr of participants;</p>  |  | <p>2023-2025</p>                     |
|  | <p>Continuation of cooperation with EISMEA on EIC Women Leadership Programme and extension of the programme to more EIT women entrepreneurs</p> | <p>Nr of participants from RIS countries. More EIT women participants in the future cohorts</p>   |  | <p>2023</p>                          |



|   |   |   |   |                    |
|---|---|---|---|--------------------|
| Support the cross-KIC Supernovas in the creation of the women's investors network   | Women's investors network in place  | Creation of the network, and support of network regular meetings  | KICs involved in the cross-KIC under the leadership of EIT Food, supported by EIT Strategic Synergies cluster coordinator | Q2 2023            |
| Include the EIT Gender Equality Policy within the talent flagship actions of the new European Innovation Agenda.  | Actions of the EIT Gender Equality Policy included within the implementation of the Deep Tech Talent Initiative and the Innovation Internship Scheme. | High female participation within the Deep Tech Talent Initiative and the Innovation Internship Scheme (target 30%):<br># female enrolled / # female talents/interns   | EIT Manufacturing   | Annually           |
|   | Girls Go Circular and the Women and Girls in STE(A)M Forum are scaled up and maintained   | 40,000 schoolgirls aged 14-19 across Europe are equipped with digital and entrepreneurial skills by 2024.   | EIT RawMaterials  | Continuous         |
| Priority Action: Introduce policies and measures to promote gender equality/women in education (e.g actively recruiting female students/graduates/participants through specific communication (channels), ensuring transparency of selection and funding criteria...) | Gender balanced participation in EIT labelled MSc/PhD programmes  | KICs have in place a strategy, with clear guidance and robust indicators, accompanied by a well-defined and monitored implementation plan, aimed at ensuring at least 40% women students enrolled in EIT labelled MSc/PhD programmes by Q4/2024 (if possible, also target on combination RIS and gender) [KPI EITHE07.5] and 40% women graduates from these programmes by Q4/2024 (if possible, also target | EIT KICs; HoU IES; HoU GI, HoU S&M  | Annually from 2023 |

|  |   |   |                                    |                    |
|--|---|---|------------------------------------|--------------------|
|  |   | on combination RIS and gender) [KPI EITHE07.4]  |                                    |                    |
|  | Gender balanced participation in (non- degree) education and training                       | KICs have in place a strategy with clear guidance and robust indicators, accompanied by a well-defined and monitored implementation plan, aimed at ensuring at least 50% female participants in (non-degree) education and training by Q4/2024 (if possible, also target on combination RIS and gender) [KPI EITHE08.1] | EIT KICs; HoU IES; HoU GI, HoU S&M | Annually from 2023 |
|  | Gender balance in the CEOs/ Owners of start- ups created of EIT labelled MSc/PhD programmes | KICs have in place a strategy, with clear guidance and robust indicators, accompanied by a well-defined and monitored implementation plan, aimed at increasing the percentage of start-ups created of EIT labelled MSc/PhD programmes owned by women or with female CEO by 2024 (if possible, also target               | EIT KICs; HoU IES; HoU GI, HoU S&M | Annually from 2023 |

|   |  |   |                                    |                    |
|---|--|---|------------------------------------|--------------------|
|   |  | on combination RIS and gender) [KPI EITHE05.1]  |                                    |                    |
| Priority Action: Introduce policies and measures to promote gender equality/women in entrepreneurship   | Gender balance in the CEOs/owners of KIC supported start-ups/scale-ups   | KICs have a strategy in place, with clear guidance and robust indicators, accompanied by a well-defined and monitored implementation plan, aimed at ensuring that minimum 25% of KIC supported start-ups/scale-ups have a female CEO/owner by Q4/2024 (if possible, also target on combination RIS and gender) [KPI EITHE03.1]. | EIT KICs; HoU IES; HoU GI, HoU S&M | Annually from 2023 |
| Priority Action: Introduce policies and measures to promote gender equality/women in innovation (e.g. actively attracting female innovators through specific communication, ensuring transparency of selection and funding criteria; seminar for investor community exploring how 'excellence' expectations are gendered, ensuring gender balance in evaluation panels and in bodies such as advisory groups and expert groups) | Gender balance in the CEOs/owners of start-ups created of/for innovation | KICs have a strategy in place with clear guidance and robust indicators accompanied by a well-defined implementation plan to ensure that 25% of start-ups created of/for innovation have a woman CEO/company owner [KPI EITHE04.1 and EITHE04.4]  | EIT KICs; HoU IES; HoU GI, HoU S&M | Annually from 2023 |

|  |   |   |                                    |                                    |
|--|---|---|------------------------------------|------------------------------------|
| Introduce policies and measures to promote gender equality/ women's participation in the EIT KICs programmes in RIS countries                | Gender balance in the EIT KICs innovation (CEOs/Owners), business creation and acceleration (CEOs/Owners) and education programmes in RIS countries | KICs have in place a strategy, with clear guidance and robust indicators, accompanied by a well-defined and monitored implementation plan, aimed at increasing the participation of women in KICs innovation (CEOs/Owners), Business creation & Acceleration (CEOs/Owners) and education programmes | EIT KICs; HoU IES; HoU GI, HoU S&M | Annually from 2023                 |
| KICs make training on gender equality available for all KIC staff  | Gender training is part of the training catalogue of the KICs<br>By Q4/2024 online gender training is available for EIT KIC staff                   | # of staff, disaggregated by level, and by gender, trained on gender equality per year, and reporting changes in the way they work.   |                                    | 2 times: in Q4/2023 and in Q4/2024 |
| Organise workshop for all staff once a year to raise awareness on gender equality and/or to discuss the progress of the gender equality plan | Dedicated workshop is organised   | # of staff, disaggregated by level, and by gender, Participating  | Gender Coordinator                 | Annually                           |

## 7.2 ENSURING GENDER EQUALITY AT THE EIT, INCLUDING GENDER BALANCED REPRESENTATION IN EIT STAFF AND MANAGEMENT

| Objective 7.2 ENSURING GENDER EQUALITY AT THE EIT, INCLUDING GENDER BALANCED REPRESENTATION IN EIT STAFF AND MANAGEMENT |                                     |   |                                  |          |
|---|-------------------------------------|---|----------------------------------|----------|
| Activities  | Results                             | Indicators  | Responsible(s)                   | Timeline |
| Update human resources policy on recruitment and promotion  | Improved gender balance among staff | The EIT has updated HR Policy on recruitment and promotion, ensuring min 40% of the underrepresented gender among staff | HoU Administration, supported by | By 2024  |

|   |  |   |   |                 |
|---|--|---|---|-----------------|
|   |  |   | external gender expert                                  |                 |
| Update human resources policy on work life balance, care and family life, ensure supporting services for women at the EIT, such as coaching                                       | Improved work/life balance among staff   | The EIT has updated HR Policy on work-life balance, care and family life, as well as supportive services specifically for women in place, to ensure improved work-life balance<br># Burn out; # parental leave; # monthly overtime <b>by gender</b> | HoU Administration, supported by external gender expert | By Q2 2023      |
| Update human resources policy on recruitment and promotion (e.g., ensuring gender balance in evaluation panels, ca. 50% women candidates in short lists of EIT GB vacancies etc.) | Improved participation of women in decision-making positions   | The EIT has updated HR Policy on Recruitment and Promotion to ensure min 40% underrepresented gender in EIT management by 2024, 40-50% by 2027  | HoU Administration, supported by external gender expert | Open/continuous |
|   |  | 40-50% underrepresented gender in the EIT GB  | EC  |                 |
| Officially appoint Gender Coordinator and include gender in job description and performance mechanisms. Allocate sufficient resources (time and budget)                           | Gender is embedded in the organisational structure/capacity of the EIT.  | EIT decisions on various functions and as required  | EIT Director and HoU Administration                     | Q1 2023         |
| Identify other relevant staff working on gender and include gender in their job description and performance mechanisms.   | Gender is embedded in the organisational structure/capacity of the EIT.  | # of job descriptions that contain gender equality as an area of responsibility, by seniority   | EIT management and HoU Administration                   | Annually        |
| Priority Action: Provide yearly gender training on Gender, Diversity and Inclusion at EIT level   | The capacity of EIT staff on Gender, Diversity and Inclusion is systematically build and strengthened in the EIT | # of staff trained on gender equality per year, and reporting changes in the way that they work.  | EIT HR with the support of External Gender expert       | Annually        |



|   |   |  |   |             |
|---|---|--|---|-------------|
| Develop incentives for managers and leadership to improve gender equality     | Organisation of a workshop with EIT management team, including Heads of Section | Perception by staff of management and leadership performance on gender (source: annual survey) | EIT HR with the support of External Gender expert     | Once a year |
| Priority Action: Organise gender equality/gender bias training for leadership | Increased gender awareness at EIT management                                    | 100% of management positions receive gender equality/gender bias training by Q4/2024           | EIT HR with the support of External Gender Expert EIT | Continuous  |